



The Influence of Organizational Culture, Employee Satisfaction, Personality, and Organizational Commitment towards Employee Performance



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Abstract

The present research was intended at determining the influence of organizational culture, employee satisfaction, and personality towards organizational commitment and employee performance. It was quantitative designed i.e., the relationship of causality for its variable. The research was conducted at Bank Perkreditan Rakyat (BPR) in Bali. The technique of collecting the data was used questionnaires to 135 employees of BPR in Bali. Data were analyzed through Structure Equation Modeling technique in AMOS 22.0 program. The results were obtained (1) the influence of organizational culture variable on organizational commitment was significant; (2) The influence of employee satisfaction variable on organizational commitment was significant; (3) The influence of personality variable on organizational commitment was significant; (4) The influence of organizational culture variable on employee performance interest was significant; (5) The influence of employee satisfaction variable on employee performance was significant; (6) The influence of personality variable on employee performance was significant; and (7) The influence of organizational commitment variable on employee performance was significant.

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1. Introduction

Performance terms are derived from the lexicons *job performance* or *actual performance* (work achievement or actual achievement achieved by someone). Performance understanding (work performance) is the work result on quality and quantity achieved by an employee in carrying out its duties with the responsibility that is given to them (Mangkunegara, 2011). According to Hasibuan (2013), employee performance is a work that can be achieved by someone in carrying out its duties assigned to them based on their skills, experience, seriousness, and time.

The commitment factor to the company or general term is organizational commitment suitable for analyzing related to employee performance improvement. Referring to Ivan Aris and Imam Ghozali (2006), stated that commitment level, both company commitment to employees, and between employees to the company is needed due to it will create a professional work climate. Organizational commitment is a "behavioral perspective wherein commitment is defined as consistent lines of activity, so the higher commitment of employees to the organization can improve the employee's performance. Wright (1992) supported that the higher person committed to their duty will be a higher performance to be generated, leading to a higher level of judgment. Organizational commitment is defined as the circumstances that employees identify with a particular organization an objective and desire to maintain membership in the organization (Robbins in Tolentino, 2013).

The other factor that influence of the employee performance is organizational culture. Davis in Sobirin (2002) stated that organizational culture is a pattern of beliefs and values that are understood and imbued (*shared*) by members of the organization. Therefore, it gives meaning to the organization concerned and the rules basis for conducting in the organization. Tjahjadi (2001) stated that a strong organizational culture will show a clear direction for employees to carry out their duties. A weak organizational culture tends to result in employees not mastering a clear orientation. Thus, choosing to walk individually, as a result of organizational performance becomes not optimal. A strong culture can help organizational performance. Due to it creates an extraordinary personality in employees. Some experts argue that organizational culture should be developed to support continuous improvement of employee performance. It may influence to employee performance improvement that is further developed based on quality awareness (Ojo, 2009).

The suitability of organizational characteristics and employee desire will influence the level of employee work satisfaction. Therefore, in order to achieve performance by increasing productivity to the desired level, they must have high work satisfaction. A work satisfaction is individual. Each individual has a different level of satisfaction, as defined by Kreitner & Kinicki (2005), stated that work satisfaction as an effectiveness or emotional response to various aspects of work. This definition implies that work satisfaction is not a single concept, otherwise one can be relatively satisfied with an aspect their work dissatisfied with one or several other aspects. The above description shows that employee satisfaction becomes a variable that influences employee performance.

Another variable is also studied *i.e.*, personality. An effort is to improve employee performance, then the company must really pay attention to the variables that affect an employee performance. It can be done by conducting periodic research. therefore, the company is able to quickly anticipate and improve the factors that are known as the cause of employee performance decline. The one is to meet and improve the employee personality. According to Luthans (2006), personality is the process as the first step of a person at performing actions due to physical and psychological deficiencies. It is an impulse that is shown to meet a certain goal. Personality theory is a view that can be used as a reference to give personality to certain person or groups in a business unit. Personality can cause a person to behave well, therefore, the high employee personality is directly proportional to company performance. From Murty (2012) research results, it is concluded that in assessing the high level of employee performance. It can be seen from how much personality given to an employee in the company. The persons who have a high personality towards their work tends to do a job well and maximally.

The factors that affect the employee's performance, in theory and previous studies concluded that the organizational culture variables, job satisfaction, and personality also affect the organizational commitment. Thus, the organizational commitment variable in this study acts as an intermediary variable or mediation influence among culture organization, job satisfaction, and personality to employee performance.

An organizational culture is related to an organizational commitment. According to Robbins and Judge (2015), the one specific outcome of a strong organizational culture is declining rate of employee turnover. Harmonious goals achieved between employees and organizations through culture will build an organizational commitment to the employee. Job satisfaction also has a close relationship with organizational commitment, job satisfaction is the first aspect achieved before an employee has an organizational commitment, which, according to Gunlu, et al. (2010) in Chaterina & Intan (2012), job satisfaction has a significant effect on organizational commitment. The most dominant job satisfaction indicator is the co-worker's satisfaction. Wherein, it indicates that when an employee

is satisfied with their co-workers. Then, there will also be an organizational commitment that makes them want to maintain membership in the organization where they work (Chaterina & Intan, 2012). Sopiah in Ciptodihardjo (2012) argued that in the process of organizational commitment that is to build values based on similarity, every organization member has the same opportunity, *e.g.*, for promotion then the basis used for the promotion of one of them is personal. Thus, personality has an important relationship with organizational commitment. Personality is one aspect of the process of the organizational commitment.

2. Research Methods

The research was conducted in the one BPR in Bali. Data collection techniques used questionnaires to 135 employees. Data were analyzed with *Structural Equation Modeling (SEM)* with AMOS 22.0 program.

Concepts

Performance

Performance is a term derived from the lexicons *Job Performance* or *Actual Performance* (work achievement or actual achievement achieved by someone). Performance (work performance) is "the work quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to them" (Mangkunegara, 2005). McCloy et al., (1994), stated that performance is a behavior or activity associated with the organization. Wherein, the organization is a leadership decision. It is stated that performance is not an outcome, a consequence or a behavior result or action. However, performance is action or action itself. Performance is multidimensional, therefore, for some specific work. It has some form of performance component created within the limits of variation relationship with other variables. Performance is a work manifestation is conducted by someone. Performance is used as a basis for research, as a basis for assessment, or systems evaluation that is an important force to influence employee behavior (Robbins, 2006).

Organizational Commitment

An organizational commitment is defined as "*The degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization*", (Robbins, 2003). Porter et al. (1973) defines organizational commitment as a relative power for individual towards an organization and its involvement in a particular organization, characterized by three psychological factors, included (1) a strong desire to remain a particularly member an organization; (3) self confidence and acceptance of organizational values and goals.

Organizational Culture

Luthans (1998), stated that an organizational culture is the norms and values that direct to the behavior of the organization members. Each member will behave in accordance with the prevailing culture, to be accepted by the environment. Mangkunegara (2005) argued that an organizational culture is a set of assumptions or belief systems, values, and norms developed within organizations that serve as a behavioral guideline for its members to address external adaptation and internal integration issues. Hofstede (2001) defined that culture as the mind collective programming that distinguishes the one group member or people category to another. The concept of mind is the head, heart, and hands *i.e.*, is thinking, feelings, and acting, with consequences for beliefs, attitudes, and skills. Culture involves values, in which the value system is the core of the culture. The values will include the whole concept included symbols, heroes, and rituals.

Consumer Decision

Siagian (in Hasan, 2012: 10), decision-making is a systematic approach to the nature of alternatives faced and taking action that is calculated to be the most appropriate action. Decision-making is a process whereby several possibilities can be considered and prioritized, whose results are selected on the basis of a clear choice of one of the possible alternatives (Janasz et al, 2002: 19). The five prominent job satisfaction models in some literatures *i.e.*, the fulfillment of needs, incompatibility, achievement of values, equations, and components of character/generic. The fifth concept is explained as follows (Kreitner and Kinicki, 2005).

a) Fulfillment of needs

These models assert that fulfillment of needs is determined by the characteristics of a job allowing an individual to meet his needs.

- b) Incompatibility
Incompatibility explains that satisfaction is the result of fulfilled expectations. A fulfilled expectation represents the difference between what an individual is expecting from a job, such as a good wage and promotional opportunity and what is actually received.
- c) Achievement of values
The idea underlying the achievement of values is that satisfaction comes from the perception of a job that allows for the fulfillment of work values that are important to the individual.
- d) Equations
The equation model stated that satisfaction is a function of how an individual is treated fairly in the workplace.
- e) Components of character/generic
The character/generic model generally explains that job satisfaction is partly a function of the human personality or generic factor.

Personality

Personality comes from the lexicon *persona* which means *mask*, the *mask* used to face of the public. It reflects the public perception of the role one plays in life. It also reflects the expectations of how others should be observed. *Persona* is a public personality, a personal aspect that is shown to the world, or public opinion of the individual opposed to the private personality behind the social face. *Persona* is needed for survival, help yourself to control feelings, thoughts, and behavior. The goal is to create a certain impression on others and often also hide the true personal nature (Alwisol, 2010: 43).

The formulation regarding personality currently still seems very diverse. Alwiet et al. (2003) described that the notion of personality *i.e.*, the essential nature reflected in the personal attitude or a nation that distinguishes it from other people or nations. In the study of literature was conducted by Allport (Hall and Lindzey, 2005) found nearly 50 different personality definitions. It is finally found a formula for the personality that is considered more complete. He revealed that personality is a dynamic organization within the individual as a psychophysical system that determines its unique way of adapting to its environment. The keyword of personality notion is self-adjustment. Whereas, it is unique that the behavior quality is typical. Therefore, it can be distinguished between individuals with each other. Its uniqueness is supported by the state of its psycho-physical structure *e.g.*, the constitution and it's physical, hormonal, cognitive, and affective aspects that are interconnected and influential. Thus, determining the quality of the individual action or behavior is interacting with its environment.

Personality is an image for a self individual that influences uniquely and dynamically person behavior. Due to the behavior may change through learning or through experience, education, and so on. This statement clarifies opinions by Setiadi (2003). He stated that personality is a dynamic organization of the individual psychophysical system that determines its unique alignment to the environment. These experts provide an explanation that personality is a characteristic, style, or characteristic that is typically related to ourselves that comes from the formations we receive from the environment.

3. Results and Analysis

3.1 The influence of organization culture towards organizational commitment

Regarding the result of path analysis show coefficient value of *standardized regression, weight* is 0,572 with the significance value lower than 0,05 (***). It shows that organizational culture has a positive and significant influence on the organizational commitment. Any increase in the organizational culture of one set of scores will lead to an increase in organizational commitment is 0,572 score units. The results of this study find a direct relationship consistent with the first hypothesis that the better organizational culture has been the higher of the organizational commitment.

The result is in accordance with Robbins and Judge (2015), stated that one of the specific results for the strong organizational culture is the decline in employee turnover. The harmonious goals achieved between employees and organizations through culture will build an organizational commitment to the self-employee. The research result is well as in accordance with the research that is conducted by Chaterina & Intan (2012) to prove and conclude that organizational culture has a positive and significant influence on organizational commitment. The further research is conducted by Zahariah Mohd Zain, Razania Ishak, and Ghani (2009) one of them proves that there is a relationship between organizational culture consisting of teamwork, training, and development, communication and reward recognition towards organizational commitment. The other study is examined the relationship between

organizational culture and organizational commitment is also conducted by [Nongo & Ikyanyon \(2012\)](#), the study is found that engagement and adaptability are significantly related to the commitment. Whereas, the consistency and mission are not related to the commitment.

3.2 The influence of employee satisfaction towards organizational commitment

Based on the path analysis result show coefficient value of standardized regression weight is 0,586 with significance value less than 0,05 (0,029). It shows that employee satisfaction has a positive and significant influence on organizational commitment. An employee satisfaction increases by one unit will lead to an increase in organizational commitment is 0.586 units. The study results are found the direct relationship consistent with the second hypothesis. It is stated that the higher employee satisfaction, is the higher organizational commitment.

The study result is in accordance with [Gunlu et al. \(2010\)](#) opinion in [Chaterina & Intan \(2012\)](#), job satisfaction has a significant influence on organizational commitment. The most dominant job satisfaction indicator is the satisfaction of co-workers. Wherein, it indicates that if an employee is satisfied with their co-workers. There will also be an organizational commitment that makes them want to maintain membership in the organization where they work ([Chaterina & Intan, 2012](#)).

The study result is in accordance with research that is conducted by [Ciptodihardjo \(2012\)](#), the conclusion is obtained is the work personality has a significant influence on organizational commitment and job satisfaction has a significant influence on organizational commitment. The research is conducted by [Chaterina & Intan \(2012\)](#) concluded that job satisfaction has a positive and significant influence on organizational commitment. The other research is also conducted by [Imam et al. \(2013\)](#) found a positive influence of job satisfaction on all three aspects of organizational commitment (affective, normative commitment, and ongoing commitment). The study also revealed that increased job satisfaction can improve the organizational commitment.

3.3 The influence of personality towards organizational commitment

The results of data processing show the value of standardized regression weight is 0.683. Its significance is lower than 0,05 (***). It means that the personality has a positive and significant influence on organizational commitment. Each increase of one personality unit will increase the organizational commitment is 0.683 units. The study result is found the direct relationship consistent with the third hypothesis. It is stated that the better personality, is the higher organizational commitment.

The results are as well as in accordance with the research that is conducted by [Louis and Vohra \(2015\)](#) research entitled *Relationship of Personality to Organizational Commitment: A Meta-Analysis* Sudeep Sharma resulted in finding that the personality is a very significant influence with organizational commitment. It is similar the research that is conducted by [Sambung and Iring \(2014\)](#) in their finding explained that personality has a significant direct influence on organizational commitment.

3.4 The influence of organizational culture towards employee performance

The results of data processing show the value of standardized regression weight is 0.537. Its significance is lower than 0,05 (0,048). It means that organizational culture has a positive and significant influence on employee performance. Each increase of organizational culture one unit will be able to improve employee performance is 0.537 score units. The study result is found that the direct relationship consistent with the fourth hypothesis. It is stated that the better organizational culture, is the higher employee performance.

The research result is in accordance with [Tjahjadi \(2001\)](#) opinion that a strong organizational culture will show a clear orientation for employees to perform their duties. A weak organizational culture tends to result in employees not mastering a clear orientation. Therefore, choosing to work individually, as a result, organizational performance becomes not optimal. A strong culture can help organizational performance. Due for it is created an extraordinary personality in employees. Some experts argued that organizational culture must be developed to support continuous improvement of employee performance. It unlike may influence on workforce improvement and the further development in reference to quality awareness ([Ojo, 2009](#)). [Davis in Sobirin \(2002\)](#) stated that an organizational culture is a pattern of beliefs and values that are understood and imbued (shared) by organization members. Thus, the pattern gives meaning to the organization concerned and the rules basis for conducting within the organization.

The result is in accordance with the research is conducted by [Chaterina & Intan \(2012\)](#) to prove and conclude that an organizational culture has a positive and significant influence on employee performance. [Mahmudah \(2011\)](#) is conducted a study, stated that the personality, organizational culture, and organizational commitment influence

on medical personnel performance. The other study is also conducted by [Uddin, et al. \(2013\)](#) argued that organizational culture significantly influences on employee performance and productivity in the context of a dynamic developing country.

3.5 The influence of employee satisfaction towards employee performance

The results of data processing show the value of standardized regression weight is 0,607. Its significance is lower than 0,05 (0,002). It means employee satisfaction has a positive and significant influence on employee performance. Each increase in employee satisfaction one unit will be able to improve employee performance is 0.607 score units. The result finds the direct relationship consistent with the fifth hypothesis. It is stated that the higher employee satisfaction, is the higher employee performance.

The study result is in accordance with [Kreitner & Kinicki \(2005\)](#) opinion, stated that job satisfaction as an effectiveness or emotional response to various work aspects. This definition implies that job satisfaction is not a single concept. Otherwise, the person can be relatively satisfied with an aspect of their job and is not satisfied with one or several other aspects. The above statement shows that employee satisfaction becomes a variable that influences employee performance.

The results are in accordance with the research that is conducted by [Chaterina & Intan \(2012\)](#) prove and give the conclusion that job satisfaction has a positive and significant influence on employee performance. The research is conducted by [Indrawati \(2013\)](#) stated that job satisfaction has a significant positive influence on employee performance. The other study is also conducted by [Funmilola, et al. \(2013\)](#) shows that the dimension of job satisfaction has a significant influence on performance.

3.6 The influence of personality towards employee performance

The result of path analysis show coefficient value of standardized regression weight is 0,505. The probability is 0,045 lower than 0,05. It shows the personality has a positive and significant influence on employee performance. Each personality increment of one set of scores will lead to an increase in employee performance is 0,505 score units. The results find the direct relationship consistent with the sixth hypothesis. It is stated that the better the personality, is the higher employee performance.

The study result is in accordance with the research that is conducted by [Widyasari et al. \(2007\)](#), and [Gellatly and Irving \(2001\)](#), [Widyasari \(2007\)](#) found that personality positively and positively influences on employee performance. The conclusion applies to employees who have higher education level. It is diploma and bachelor who work in livestock company. The other study is conducted by [Gellatly and Irving \(2001\)](#) entitled *Personality, Autonomy, and Contextual Performance of Managers*. The objective is to examine the relationship between personality (extroversion, agreeableness, and conscientiousness), job autonomy, and contextual performance, and the influence of job autonomy moderation on personality and performance relationships. The research data is derived from the sample of the public sector. The method of analysis used is moderating regression analysis. The research conclusion included the extroversion has a positive influence on contextual performance, agreeableness has a positive influence on contextual performance, conscientiousness has a negative influence on contextual performance, job autonomy has a positive influence on contextual performance.

3.7 Effect of Organizational Commitment towards Employee Performance

Regarding the result of path analysis show coefficient value of standardized regression weight is 0,663. The probability is *** lower than 0,05. It shows the organizational commitment has a positive and significant influence on employee performance. Each increase in organizational commitment one unit score will cause an increase in employee performance is 0.663 score units. The results find the direct relationship consistent with the seventh hypothesis. It is stated that the higher organizational commitment, is the higher employee performance.

The result is in accordance with [Wright \(1992\)](#) opinion that the higher commitment to the duties will be the higher performance to be generated, leading to the higher assessment level. The other study is conducted by [Chaterina & Intan \(2012\)](#) prove and conclude that organizational commitment has a positive and significant influence on employee performance. The research is conducted by [Irawan Ciptodihardjo \(2012\)](#) found that organizational commitment has a significant influence on performance. The other study is also conducted by [Memari, at al. \(2013\)](#). The results show a positive relationship between organizational commitment and employee performance.

4. Conclusion

- 1) Organizational culture has a positive and significant influence on organizational commitment is 0,572. It means that the better organizational culture that exists at BPR in Bali, is the higher of employee commitment to the organization.
- 2) Employee satisfaction has a positive and significant influence on organizational commitment is 0.586. It means that the higher employee job satisfaction at BPR in Bali is the higher of employee commitment to the organization.
- 3) Personality has a positive and significant influence on organizational commitment is 0.683. It means that the better employee personality at BPR in Bali is the higher employee commitment to the organization.
- 4) Organizational culture has a positive and significant influence on employee performance is 0.537. It means that the better organizational culture that exists at BPR in Bali, is the higher the employee performance.
- 5) Employee satisfaction has a positive and significant effect on employee performance is 0.607. It means that the higher employee job satisfaction at BPR in Bali is the higher employee performance.
6. Personality has a positive and significant effect on employee performance 0,505. This means that the better the employee's personality in a BPR in Bali then the more hence the higher the employee's performance.
7. Organizational commitment has a positive and significant impact on employee performance of 0.663. This means that the higher the employee commitment to the organization the higher the performance of employees.

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